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Through the medium of the printed word LUTHERAN SOCIAL WELFARE QUARTERLY attempts to "provide for the discussion, strengthening and implementing of Christian social responsibility and assist in unifying, improving and promoting health and welfare services among the Lutheran churches in America." The publication of an article does not necessarily imply the endorsement of opinions expressed.

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The Rev. Luthard O. Gjerde

COMPETENCE IN THREE DIMENSIONS

Keynote address given at joint Eastern Regional Lutheran Welfare Conference, Harrisburg, Pennsylvania, October 6, 1960. Pastor Gjerde is Executive Director, Lutheran Welfare Society of Minnesota. At the time of this address, he was Chairman of the Division of Welfare, National Lutheran Council.

PROLOGUE

WE SHALL NOT really understand the urgency of competence in helping people unless we have first seen the depth and the complexity and the prevalence of human need.

Our Lord Jesus Christ, from the vantage point of His night-vigil on the Mount of Olives, after the Pharisees had attempted to seize Him, could look down upon the twinkling lights of the city. I think when He saw the city, He wept. He wouldn't weep because He was overcome by the beauty of the scene, nor because of any personal pain or loneliness of His own. But He could see the family that lived behind each twinkling light, and He knew their troubles, their sleepless anxieties, their suffering, their pain, their loneliness. I think the impact of it all overwhelmed Him, and He wept!

To us at times is given an even higher vantage point. How many times have I not looked down at night over the twinkling lights of the cities, suburbs, villages and farmsteads of Ohio and Pennsylvania and wondered what kind of family life each twinkling light represented!

I never find it pleasant to catalog human suffering. But I think it is necessary, as I said at the outset, to see the *depth* and the *complexity* and the *prevalence* of human need if we are to see *competence* in its true focus.

So let us try to realistically picture what may be behind the many twinkling lights, in town or country:

In this home a 12-year-old boy, who has to appear in Children's Court in the morning . . . in that one a couple of parents who learned during

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the day that their teen-age unmarried daughter is pregnant. Behind another light a mother up to check her severely retarded child who has made choking noises in his sleep . . . and in that one a father who has that very day committed his wife to a mental hospital and he's trying to figure out how he's going to get the children to school in the morning. Behind another light a couple, quite desperate because the husband has just lost his job and all they've got is bills, bills, bills! And behind another a divorce, with all its pain and bitterness . . . and here a psychotic child in the 6th grade, and there an incontinent granddad who is making life miserable and there an alcoholic husband, and in another place an alcoholic wife, a delinquent child, a defiant youth, a depressed woman. And thus we could continue! We have only named the focal point of family sufferings; but there is always a whole constellation of suffering around each troubled person.

Let no one be so naive as to believe that such human need can be met with simple good will and good intentions! It takes competence—definable and attainable competence—if we are to fulfill the task of coming to grips with human need.

I want now to talk about "Competence in Three Dimensions."

I.

First, there is the *competence which has to do with the individual person, in terms of what he is and what he is able to do.* Here we are concerned about the wholeness of the person, his native abilities, his motivation, his self-awareness and his ability to use himself in the task of helping others. We have some people—not many perhaps, but some—who have been so graciously endowed, and so lovingly nurtured, that they turn out to be highly competent without any special training. A few such people are in social work positions. Many more are serving as house parents, matrons, foster parents, institution counsellors and the like. However, like their co-workers who have professional training, they too need to utilize every possible opportunity for growth and sharpening of their acquired skills.

In the past, much of our helping was devoted to changing the circumstances around a person in trouble. We "manipulated the environment" by placing children in institutions, or foster homes or by offering hospital care to an unwed mother, or incarceration to a criminal.

There has been a remarkable trend in the last decade toward going beyond changing the environment, and working for change within the person. Many of our agencies are now staffed so that they are competently engaged in treatment on a high level. It should hardly be necessary to point out that working toward such "change within the person" is con-

sonant with the message of the Gospel of redemption and restoration.

We must move in public and private agencies alike, resolutely and aggressively along this pathway of "treatment." Only as the person is healed, will his issue in the succeeding generation be blessed with the wholeness that comes with nurture in love. This is the true "preventive program" and we need to get on with it. Just in case there might happen to be some tax-payers present, I want to say that the welfare dollar spent on treatment is the most productive of all. We should remember this when our legislatures are allocating funds for our mental hospitals and juvenile treatment programs.

Such intensive programs are, of course, dependent upon the utilization of professionally trained social workers, clinically trained chaplains, nurses, and other people trained in related diciplines. In our agency in Minnesota we employ caseworkers, group workers and chaplains and we purchase the services of a psychologist, a psychiatrist, a medical doctor, a nurse and a lawyer. These people all work on the same professional level, with common concern for the person or persons involved in each case. When several disciplines are used within one agency, the social workers become the catalysts.

Therefore, normally, one must lay two years of graduate study in social work on top of one's native endowments; and still that does not guarantee competence. We say that a person is "fully trained" when he has two years of social work training. Actually the two years are but a foundation for experience under supervision, with qualitative in-service training, is likewise essential to competence. My personal observation is this: the truly competent social worker is never "fully trained" for there is constant learning and continual growth.

Someone in my part of the country spoke of a person who bragged about having 20 years of experience and said that actually he had had one year of experience 20 times over. He called himself a pioneer, but he resisted every pioneering proposal that appeared on the scene.

Competence is not an attainable plateau, but a dynamic state. Do you believe in this? Don't tell me! I can look at your budget, your pay plan, and I'll have my answers. Agencies always say very plainly what they believe about professional competence in at least three ways: by their salaries, by the earnestness with which they recruit persons to professional service, and by the provisions of their personnel practices. What is your agency saying?

II.

A second dimension of total competence has to do with our ability to work with what's around us.

This means *structure, policy* and *communication.* It involves bridges, and sometimes walls. It involves the agency where one works, but it also involves the other agencies in a given community. No man, seeking to stem the tide of human need, can remain provincial. Either he will close his eyes and stand still in a kind of withdrawal from reality, or he will boldly step into the arena with willingness to be a member of the helping team.

For us as Lutherans, this has a double challenge in these days.

First we must consider our involvement with our parent-body, the Church or Churches whose agent we are. The fluidity that comes with transition to merger offers new and exciting opportunities for dynamic, life-giving relationships to the Church or Churches. The Churches have given us some of our very own best people to work with, and competent consultation is generally available.

An essential dimension of competence in our day is the ability to relate appropriately and productively to the Church.

The other half of that double challenge has to do with our ability to relate appropriately and productively to public welfare.

I am at once a Christian and a citizen. I discharge my responsibility for the welfare services people need in two ways—through public welfare and through voluntary agencies, including those of my church. I regard Lutheran Welfare as involving the welfare of all Lutherans, and ultimately the welfare of all citizens, and so I must be as concerned about the quality and quantity of public welfare services in my community and state as I am about the agencies of the Church.

Church and State are not in competition in the welfare field. The cold, hard fact is that there is already too much work for all of us and, the population explosion being what it is, to use a colloquial, "We ain't seen nothin' yet!"

If, in the face of burgeoning human need, a private agency exercises its freedom to lope comfortably along on a plateau, ignoring spiralling human need, it is simply not holding up its end of the load. The public agency has no other alternative, by law, than to met the need and if the need is real, the appropriations will ultimately be forthcoming. The public agencies will tend to increase and the private agencies will decrease.

Thus, *the only real threat to the private agency is its own irresponsibility in the face of mounting human need.* In all our planning, at every level, we should give sober thought to this!

I make bold to offer three suggested responsibilities in this matter, to the private agency people, and three to the public agency people.

The private agencies must attend to the following responsibilities:

1. *They must involve themselves in the agonizing struggle to provide coverage.*

   Too many private agencies are guilty of narrow provincialism. Their

whole outlook is wrapped up in their own concerns with little or no regard for the total community.

2. *They must carefully delineate the area of responsibility they intend to cover and then cover it with excellence.*
3. *The private agencies should create, through their public relations AND social action, a climate in which public welfare can really flourish.*

In the interest of teamwork and complementation in the common task of meeting human need the public agencies should:

1. *Recognize the private agencies as an essential and permanent part of the American pattern of organized helping services.*
2. *Apologize to no one when the pressure to cover need stretches their program regrettably thin.*
   There is nothing else for it! It's like the old taffy-pull. "The longer you stretch it, the thinner it gets!"
3. *Look to their own public relations efforts, in the broad sense, for it is axiomatic that public understanding is essential to strong public services.*

Well, in the midst of handing out all this free advice, I hope I have not totally obscured the fact that "ability to work with what's around us" is an important dimension of total competence!

III.

The third dimension has to do with our peculiar heritage as Lutherans. A Lutheran health and welfare worker who cannot, in the helping process, make use of certain Christian concepts, must surely be seen as lacking in a third dimension of total competence. There are many of these Christian truths, but I would point up three—the first is this:

1. *We need the humility that comes with forgiveness.* Jesus, in reference to an adulterous and penitent woman said, "He who has been forgiven little, loves little." The corollary—that "he who has been forgiven much, should love much" is quite clear.
   We need more of the "he who is without sin among you, let him throw the first stone" spirit.
   It is part of the Christian worker's unique total competence. Let no one make light of this "humility that comes with forgiveness"—for had there been more of this in Louisiana last year, the children of unwed mothers would not now be without subsistence in that state!
2. *We need to understand, and articulate, and put into our practice, the biblical concept of the dignity and worth of the human personality.* It is true that man is utterly sinful, that his salvation can only come through the unmerited Grace of God in Christ Jesus. It is

true that he has no merit or worthiness before the Living God, and that he sins daily in thought, word, and deed.

There is another side to this coin. God put Himself in the balance on Calvary to redeem man! I, myself, have been bought with a price, not with silver and gold, but with His Holy and Precious Blood and His Innocent Suffering and Death! So I am worth something! God created me in His image and He has redeemed me! From this I know that there is a uniquely high concept of the dignity of man that is a part of the teaching of my Church. I cannot really be competent in the helping, healing task unless I understand and articulate and practice this!

3. *We need to be compassionate, as Christ was compassionate.* We who pray "forgive us as we forgive," and who have heard our Lord's words: "By this shall all men know that you are my disciples, if you have love for one another," ought above all others be competent in showing compassion.

   Again I recall the sting in the words of the saffron-robed priest who said earnestly to Marge Peterson in Burma a year ago, "What you people in America need is Buddhism. Buddhism stands for brotherhood, charitableness and benevolence."

   Each Sunday we sing out our offertory: "Create in me a clean heart, O God, and renew a right spirit within me."

   A compassionate spirit belongs with a clean heart. And compassion belongs with total competence.

So there are at least three dimensions to competence. The dimension of personal skill and ability, the dimension of being able to relate to what's around us, meaning both Church and State, and finally, the dimension of being able to use the spiritual inheritance in the healing, helping task, to which we are called and committed.

Jay L. Roney

THE PUBLIC WELFARE DEPARTMENT—— A COMMUNITY SERVICE AGENCY

Mr. Roney presented this paper at the National Conference on Social Welfare, Atlantic City, N. J. on June 6, 1960. He is Director, Public Welfare Project on Aging, American Public Welfare Association. Prior to joining APWA Mr. Roney was Director of the Bureau of Public Assistance, Social Security Administration, U.S. Department of Health, Education, and Welfare.
Mr. Roney, a prominent Lutheran layman, is a member of the Board of Charities, The American Lutheran Church, and is also a member of the Division of Welfare Committee, National Lutheran Council.

THE THEME of this conference is "Social Welfare Responds to a New Era." In almost every session efforts will be made to define the "new era" and its relatedness to social welfare. In this session we are to focus on the public welfare department and its role as a "community service agency."

Perhaps this concept needs definition since many of us do not have the same idea of what is meant by a "community service agency." Generally speaking, my concept is one of the public welfare agency as a governmental unit using a variety of social welfare skills to enable citizens of the community who need and wish to use this resource to lead more satisfying, adequate and productive lives. These skills can briefly be described as administrative, social casework to groups and individuals, research and community organization. With such a nucleus, social welfare service could be made available for persons who need them, regardless of economic status, in order to help them work out problems of personal and social adjustment.

Much more could be said about this concept. For example, a description of what public welfare agencies are doing today would be desirable. Due to limits of time, however, I shall forego this effort and will refer you to the description of public assistance and public child welfare in the latest

edition of the *Social Work Yearbook*. I will only mention two aspects that we should keep in mind for today's discussion: (1) public welfare has the most extensive social agency coverage in our country with its services available in every county of the nation—over 3,000; (2) the services provided by public welfare agencies at the present time vary greatly over the nation—from the minimum program required to receive federal funds to almost a complete range of services to meet the variety of needs presented. I say "almost" advisedly because I believe no one agency has everything, although I am sure the ideal range of services is contained in the manuals of a few. I am certain, however, that the assertion can be made that all aspects of service and the full range of resources to meet needs exist somewhere in a public welfare agency, even though no one agency has reached the ultimate. This fact has significance, however, as we consider the future. New patterns are being established and experience is being gained—the composite helps to visualize the ultimate goal.

Reasons for Public Welfare in a Community Service Agency Role

There are those who question whether the public welfare agency can or should be used as a community service agency. Many reasons are cited—some of which I will be discussing shortly. I, however, firmly believe that this use of public welfare represents sound public social policy. Most persons agree that the demand for services is present and growing daily, but all do not agree that the public welfare agency is the place or device for providing the services. It is my opinion that consideration of the role of public welfare agencies as a community service is worthy of our earnest efforts in spite of certain difficulties—some of which would be present wherever the responsibility might be placed.

One might well ask, why are we discussing this question now? It is not a newcomer as a topic in welfare circles. But when we discuss the "new era" or look ahead for the next few years as to developments in the public welfare field, we can readily detect good reasons for its consideration at this point in time. Much of it has to do with the current effects of earlier national social planning. An increasingly larger number of persons are retiring with maximum old age and survivors insurance benefits, and many are also receiving supplemental union and industrial pensions. Thus, the need for public financial assistance for the older age group is reduced. Some financial costs of disability are now met through the insurance mechanism. Many children receive benefits as survivors who formerly would have needed financial help through ADC or child welfare programs. This trend has increasingly underscored the need for services other than financial to meet special needs. Many persons, especially those whose

incomes are low, need counseling to handle problems of social maladjustment, placement in nursing homes, inadequate living arrangements, abandonment of children, etc. Many others with low incomes require help as specific emergencies arise—especially those related with ill health, whether they be of a preventive or remedial nature. As these needs present themselves in communities across the nation, we must direct our thinking to the prospects and the problems involved and toward the firm possibility of each public welfare department becoming a community service agency.

I believe that the public welfare agency should become a public community service agency. It is essential to social planning that every community designate an agency which will have, in the words of Jack M. Wedemeyer, Director of the California Department of Social Welfare, "the fixed legal responsibility for continuous, consistent concern for providing help to families." The public welfare agency, in my opinion, should be the agency so designated for the following reasons:

(1) First, in most communities it is the largest agency already handling numerous problem situations over an extensive period of time. In a California survey of problem family situations, 84% were known to the public welfare office.

(2) It has over twenty years of experience in meeting people's needs. This experience may have been primarily in providing financial assistance and helping children outside their own homes but this long-time experience has increased our knowledge.

(3) It can direct its efforts to the total family unit with recognition of the galaxy of problems which exist rather than to cope with one specific need which falls within a single area, such as ill health or housing.

(4) The public welfare agency has knowledge of and experience in utilizing all community resources.

(5) It has experience in identifying needs and stimulating community effort to expand, increase, or create services to cope with unmet needs.

(6) It has a substantial nucleus of trained social welfare staff, well equipped to provide help and direction.

(7) It is at a point in its growth that it recognizes and is beginning to establish particular service functions. As it assumes broader responsibilities successfully, development of new services is possible.

(8) And, finally, it has nationwide coverage. This is particularly true of rural areas where often no other social agencies exist.

Achieving a Public Welfare Community Service Agency

My objective in the remainder of this paper will be to suggest areas for change in the public welfare field—federal, state and local—that needs to be accomplished to more adequately reach the goal of a national community service program.

Conviction by Staff of the Community Service Role. My first suggestion is that we be certain that the administrative, supervisory, casework and clerical staff have conviction about the community service role of the agency. This statement has many aspects. I should like to mention a few that can be applied in some places. (I sometimes feel we have become victims of several phenomena of our time. Have we become so mechanistic that people are punch cards? We have become so enthralled with insurance and pensions that we believe this will solve all problems.) Do some of us in the day-to-day job identify with many in the community who believe anyone who needs help especially in "good times" is to be regarded with disfavor, suspicion or negation? Whether our recipient group is a child or adult, the public agency is always going to serve persons with lower incomes. This is as it should be and where the greatest need lies. One needs only to review statistical studies concerning the incomes for families with children or those of the aged to realize this.

For administrators who have conviction as to the service needs of individuals or families, provision must be made for an adequate staff with sufficient time to provide these services. Caseloads of 300 or more won't fill the bill. Caseloads of 50 applied to all categories may come closer. This will not occur tomorrow, but if there is real conviction, a start of some kind can be made. This might be a "demonstration load" with one worker, or even the encouragement of a single worker to select even one case situation in his load to provide the kind of service needed.

The time requirements and content of the caseworker's job need close scrutiny. A worker cannot spend 75% of his time filling out forms and still have enough time to provide more than token service to a client.

Recruitment of Adequate, Qualified Staff. This leads to the second general area—the perennial problem of securing more and better qualified staff. To this should be added the maximum utilization of current staff. Many papers can and have been written on this subject alone. It is crucial. With you, I wish that Congress would agree to appropriate more federal funds in this area.

I should like to comment briefly on several aspects of staffing for our present purposes. Volume VII of the Curriculum Study of the Council on Social Work Education entitled "Education for Social Workers in the Public Social Services" definitely identifies public welfare services as essentially requiring social work knowledge and skills. It confirms the

obligation of public welfare agencies to provide casework service to clients and the need for highly skilled personnel. The findings of this study should serve to encourage both agencies and schools of social work to review the steps each can take to increase the supply of workers in the field of public welfare.

Federal funds available from the Children's Bureau, even though limited, have certainly been effective in the child welfare field. Congress has authorized but has failed to appropriate funds for additional training in public assistance. Yet it is noteworthy that more states are now providing funds for training purposes under the present provision of 50-50 matching for administration. The training courses recently offered to field representatives by the Bureau of Public Assistance are to be commended. They are illustrative of the imaginative thinking that needs to be continuously applied by all agencies.

Because the needs are great and the problems confronting us are serious, thought should be given on national and state levels to providing a number of scholarships to staff. This will help meet some of the need. At the same time, even the best scholarship programs are not sufficient to meet the total needs. We therefore must be certain we are using to fullest effectiveness our present staff—especially those who are trained or those trained workers who join the staff in the future. Of marked importance is the need for staff trained in the field of community organization. We must train persons for public welfare, keeping in mind the broad concept of a total public welfare program, rather than that geared to special areas of public assistance such as aging or child welfare. These are important, but we must set our sights toward a comprehensive program.

Critical Review of Present Public Welfare Policies. This leads to a third aspect and perhaps the most important within this point in relation to the community service role of a public welfare agency. I am referring to the need for a review of all present policies in the framework of service objectives. I plan to cite only a few examples, but in some states the list would be long. Some present policies are actually a carryover from the onset of the public assistance program and could easily be changed provided some individual took the initiative to review them, evaluate their application, and propose changes. Perhaps code commissions need to be revived to study such matters. The setting of ceilings or maximums on assistance grants is one illustration. If an assistance payment is to be given and is to prove effective, an arbitrary ceiling has little justification. Establishment of ceilings could be understood, although not agreed to in the day of excessively high numbers of recipients and limited funds. With the numbers of recipients decreasing, a different picture is evident. This is especially true in cases involving health needs or in those which require a high investment of funds if our goal of rehabilitation is to be achieved.

Another area necessitating review is that of laws relating to relative responsibility. The negative effects of such laws on parents and children, and the time involved in terms of results make them questionable. Effective casework service in many of these situations would ultimately produce much greater happiness for recipients and their families and savings of funds for the public.

Residence requirements, guardianship laws, income exemption are other factors that require close scrutiny and review against the mirror of service objectives. This aspect requires conviction, courage, support and action.

The next major area that I suggest for review is that of financing—federal, state and local—to determine if community service objectives are being fully met. Most welfare legislation is broad in scope. It usually encompasses assistance and services to help applicants and recipients realize their capacities and assume their normal citizen role in society. If this is to extend to all levels of society, certain restrictions need to be reevaluated.

I should like to cite a few areas on the federal level. Federal funds are provided only to a broken family. There is no matching for foster care which often prevents the best planning for a particular child. There is no federal matching for service only cases.

On the state level, assistance is often denied to the unemployed employable. Medical care costs are often provided to meet one or two aspects of comprehensive medical care programs. This causes overutilization of these services, irrespective of the real needs in the case situation. Often, no funds are available for a family's support when the breadwinner is involved in a program of rehabilitation. Need more be said? These examples do suggest that if we are to reach the community service agency role we will need to provide more flexibility, a wider range of resources, and a real desire to implement our program to meet the individual case needs. As better trained workers are employed, this will not only be possible but will be necessary. And, we can accept a few failures and errors. Remember the Edsel automobile?

Improvement of the Public Welfare Agency Image. My final suggestion is that we act to improve the public image of the public welfare agency. Practically all I have said earlier would help, but I have several specifics in mind.

First, I would suggest that we take another look at our offices. We have done much to move down from the attic and up from the basement but many offices are still located in shoddy quarters that can note an unhealthy community attitude toward public welfare. But more important than the exterior is a close look at the atmosphere of our offices. Are they a friendly place with an aura of courtesy and helpfulness? Does this pervade the entire office from receptionist to administrator? If it does not—why? It is elementary, but bears repeating, that people should not be treated like

"dumb driven cattle" but like "heroes in the strife."

Again, I would suggest review of the helping approach. If the agency has the reputation for restricting their objectives toward helping only those who have exhausted all resources, will the community view it as a resource to be used for meeting other problems, or will the stigma of "poor relief" constitute the community's image? I believe the public agency should provide certain tangible, needed, easily understood and accepted services to all who need them regardless of financial need. Homemaker services, counsel on protective services for children and adults, boarding care, information about day nurseries for working mothers, education courses regarding nutrition, retirement, etc., vocational testing, psychological services—are only a few of the possibilities.

Development of Community Agency Relations. Another essential is the initiating, maintaining and improving of relationships with major referral sources. There must be a clear understanding of the responsibilities of each and the coordination so necessary to help persons seeking help. This would include OASI offices, doctors, nurses, clergy, schools, etc. And not to be forgotten is the role of public welfare to help institute a volunteer service through existing fraternal or civic organizations.

Does this sound as if public welfare would become the sole agency? If it does, I have not meant it so. Public welfare will make use of all existing resources and either lead or help in the development of new resources. Some of these services offered in some communities will be the responsibility of a public agency; others will not. Many voluntary agencies have made numerous services available; some more successfully than others. Wherever possible, coordination of services is planned and functions are defined. The needs and desires of the community will govern the program. But the public agency will be regarded as a helping agency where all may turn—children, parents, aged—and receive the best counsel and direction the community has to offer. It will provide information, study and diagnose a situation with knowledge, skill and warmth, and then proceed either to provide referral to other resources or assume responsibility to provide help independently.

Does this sound like a large order? It is! But so was the inauguration of the Social Security Act 25 years ago; and, so was the establishment of the United States. Are we made of less stern stuff? Will we reach the moon in the next ten years? If we do, then physical scientists will have met a challenge. Are the social scientists, including social welfare workers, less capable of being stirred to the challenge before them? Because I have faith in my colleagues in social welfare and in the American citizenry, I am confident we shall respond to the demands of a new era. Among the many accomplishments will be the use of the public welfare department as a community service agency.

The Rev. Harold Haas, Ph.D.

THE RELATIONSHIP OF THE LUTHERAN CHURCH TO ITS HEALTH AND WELFARE AGENCIES

Address given at the Lutheran Midwest Regional Conferences on Social Welfare at Green Lake, Wis., on September 2, 1960.

Dr. Haas is Executive Secretary, Board of Social Missions, United Lutheran Church in America and currently is Chairman of the Division of Welfare, National Lutheran Council.

IN ADDRESSING MYSELF to the assigned subject, I find myself with two perplexities. First, I have no overwhelming enthusiasm for the subject of organization. Yet I must face the fact that this is a highly relevant subject for Lutheran welfare in our day. Even the glamorous jet pilots can go nowhere without the designers who draw, erase and re-draw their lines and diagrams on blueprints.

In the second place, the title of this address is misleading. "*The* relationship," it says, as if the task of a speaker were merely to describe something in existence or to pontificate about something that ought to be. "*The* Lutheran Church," it says, as if there were not various church bodies all of whom are engaged in formulation of policies, terminology and more adequate structures. "Health and welfare" agencies, it says, giving no indication of the amazing variety and complexity of services that have developed under church auspices. How can anyone say anything relevant to the needs of organization in a complex and changing situation?

Yet I remind myself that a time of change is also a time of opportunity. In giving the problem of organization our most rigorous thought, the way is open right now for the building of structures that will be adequate to carry needed services. Moreover, in spite of differing polities and terminology, we do share the same basic concerns. Though I must leave the making of blueprints to wiser minds, it seems to me that a number of basic ideas have been emerging. This paper will seek to set forth some of these basic ideas as a contribution to developing policy. Since they are in con-

stant discussion in many circles, there will be nothing new about these ideas. In fact, many of them will be found in operation in some places.

Two Basic Assumptions

Before proceeding further with my assigned topic, I want to share with you two basic assumptions.

1. This audience is primarily concerned about the total *mission* of the church rather than the general field of what has come to be termed *welfare*. If this assumption is not valid, our particular organizations, institutions, agencies have no reason for being.
2. The mission of the church encompasses a substantial part of the field of welfare. If this assumption is not valid, we have no reason for being.

It is not my function to discuss either of these correlative assumptions, but they will underlay everything I have to say about organization. Their importance is in the focus we give to the matter of relationship or organization. Good structures of relationship or administration alone will not solve our problems of organization. Proper attitudes toward the mission of the church as expressed in welfare will ultimately have as much to do with organization as all the charts we can draw. Our chief concern is not simply how we can organize to provide the best welfare services. Of paramount importance is the question of how we can organize to carry out the mission of the church in the area of welfare. Fortunately, these are not mutually exclusive. The emphasis given can, however, have important implications. In order to carry out the mission of the church in welfare, more seems to be needed than the provision of good services. A much higher degree of ecclesiastical visibility is imperative so that service and witness become inseparably interwoven as the expression of mission.

Why the Emphasis on Organization?

Lest you think the current emphasis on proper organization is the pipe dream of some church bureaucrat in Minneapolis, St. Louis or New York —and that by ignoring it the whole thing will go away—it may be helpful to look at this whole question from one other perspective. It may not make you any happier but it should serve to reconcile you to a task that needs to be done.

The perspective to which I am referring is that of the social organization of our particular generation. In a recent meeting of a cooperative Commission which the merging churches of the Lutheran Church in America have set up to study "The Role of the Church in Social Welfare," Dr. Karl Hertz of Wittenberg University pointed out that we are

living in the "post-modern" world. An era of history has ended.

Up to the time of World War I, much of our social activity was characterized by the rise of voluntary associations. The congregation was an expression of this. So were trade unions. Since that time, though many associations retain a voluntary form, they are actually compulsory or semi-compulsory in character. Witness the worker and the trade union, the physician and the medical association, the psychologist and the question of licensing procedures, the pastor and the general church. Within existing voluntary associations there has been the development of full-time staffs with the power of communication in the hands of relatively few. In many cases, national organizations are being formed before local chapters. People "at the grass roots" find it difficult to do more than give assent. The decision-making process has been moving upward in the organization. In activity after activity the watchword seems to be: organize or die!

It is obvious that the church has not been immune to these developments. It is also apparent that these developments create particular problems for the church as it seeks to fulfill its mission in the world. The field of church-related social welfare is affected in general by the social structures of the "post-modern" world and in particular by the more highly organized institutional church as one of these social structures. In addition, though not unrelated, the rise of massive, complex, highly organized public welfare, the character of services, moving from what my colleague Harold Reisch calls "charity" to "service," and the need for greater resources all put a premium on more effective organization of Lutheran welfare.

Now the high degree of the group organization of contemporary life may depress us, or cause us to yearn romantically for a situation now gone, or prompt us to relieve our frustration by writing letters to church headquarters decrying "centralization." The fact remains, however, that we need to learn to live among the structures of the "post-modern" world even while we seek the ways to magnify freedom and individual responsibility and initiative. This is no easy task.

Historical Forms of Relationship

Lutheran welfare in this country has been part and parcel of the voluntary association movement. With certain exceptions, agencies and institutions have arisen to meet specific needs in specific localities and have operated quite independently, not only of the organized church but of one another. Suddenly we find ourselves in a social and ecclesiastical situation in which it is no longer possible to operate in this way. So we find ourselves engaged in the struggle to find more effective patterns of organization

Announcing . . .

29TH NATIONAL MEETING

NATIONAL LUTHERAN SOCIAL WELFARE CONFERENCE

October 23 - 26, 1961

Hotel Pick-Carter

Cleveland, Ohio

THEME: *"The Living Congregation Serves"*

NLSWC CONFERENCE SCHEDULE

Monday, October 23rd

9:00 A.M. to 2:00 P.M. ..... Registration
2:00 P.M. ..... Opening Plenary Session
2:30 to 3:45 P.M. ..... Plenary Session: Clarence E. Krumbholz Lecture #1
4:00 to 5:30 P.M. ..... Workshop Groups

Tuesday, October 24th

7:00 to 9:00 P.M. ..... Lutheran Fellowship Party

Wednesday, October 25th

2:30 to 3:30 P.M. ..... Plenary Session: Clarence E. Krumbholz Lecture #2
3:45 to 5:15 P.M. ..... Workshop Groups

Thursday, October 26th

9:30 to 10:30 A.M. ..... Plenary Session: Clarence E. Krumbholz Lecture #3
10:45 to 12:00 Noon ..... Workshop Groups
12:15 to 2:15 P.M. ..... NLSWC Luncheon and Business Meeting

The 29th National Meeting of the National Lutheran Social Welfare Conference is being held in conjunction with the SECOND NATIONAL CONFERENCE on the CHURCHES and SOCIAL WELFARE, *sponsored by the Department of Social Welfare, National Council of Churches of Christ in the U.S.A.*

WORKSHOPS

I. For Pastors: "Teaching Laymen How to Serve in the Congregation"
Leader: Rev. Dr. Gerald K. Johnson, Chief of Chaplains, Lutheran Social Service, Augustana Central Conference, Chicago, Ill.

II. For Social Workers: "How to Set Up and Develop Training Courses in Welfare Services for Laymen in the Congregation"
Leader: Mr. Harold J. Belgum, Director of Family Life Education, Board of Parish Education, American Lutheran Church, Minneapolis, Minn.

III. "Policy of the Lutheran Church in the Determination of Service Programs and Clients"
Leader: Mr. James J. Raun, Associate Director, Lutheran Welfare Society of Minnesota, Minneapolis, Minn.

IV. "Adding the Family Dimension to Social Services in Existing Agencies and Institutions"
Leader: Mr. Earl J. Beatt, Executive Director, Family and Children's Service, Minneapolis, Minn.

V. "Relating Professional Standards to Current Lutheran Social Welfare Practice"
Leader: Miss Margaret Thornhill, Regional Supervisor, Office for Children and Youth, Department of Public Welfare, Commonwealth of Pennsylvania, Philadelphia, Pa.

VI. "Roles of the Congregation and the Institution in Serving the Aging in the Community."
Leader: Dr. Ruth Laverty, Consultant in Social Welfare, Middle Village, New York.

VII. "The Profile of the Lutheran Social Welfare Executive"
Leader: Rev. Benjamin A. Gjenvick, Executive Director, Lutheran Welfare Society of Wisconsin, Milwaukee, Wis.

VIII. "New Dimensions in Public Relations"
Leader: Rev. Dr. Philip A. Johnson, Executive Secretary, Division of Public Relations, National Lutheran Council, New York, N. Y.

IX. "Lutheran Agencies and the Community Welfare Structure"
Leader: Mr. Spencer E. Brader, Executive Director, Immanuel Deaconess Institute, Omaha, Nebraska.

X. "The Special Role of the Christian Social Worker in His Relationship with the Client in Handling Sin and Suffering"
Leader: Rev. Dr. Arthur H. Becker, The Evangelical Lutheran Theological Seminary, American Lutheran Church, Columbus, Ohio.

XI. "Current Developments in Clinical Training in Pastoral Care"
Leader: Rev. Carl R. Plack, Secretary for Chaplaincy Services, Division of Welfare, National Lutheran Council, Washington, D. C.

ADVANCE REGISTRATION BLANK

for

National Lutheran Social Welfare Conference

Hotel Pick-Carter, Cleveland, Ohio

October 23 - 26, 1961

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Are you planning to attend the Second National Conference on the Churches and Social Welfare sponsored by the NCCCUSA? _____

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or

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Please state below your National Lutheran Social Welfare Conference Workshop preference. (See opposite page for list of Workshops)

Your Choice	NLSWC Workshop Number	Title of NLSWC Workshop
1st		
2nd		
3rd		

Registration Fee

A registration fee of $3.00 entitles attendants to participate fully in the NLSWC program. Make check payable to National Lutheran Council.

Hotel Accommodations

Arrangements have been made to accommodate at the Hotel Pick-Carter in Cleveland all Lutherans attending the Conference.

When we receive your advance registration we will mail you a hotel reservation card.

CAUTION: Do not make your hotel reservation directly with the Hotel Pick-Carter until you have received your hotel reservation card.

THE CLARENCE E. KRUMBHOLZ

MEMORIAL LECTURES

Theme:

"The Living Congregation Serves"

Krumbholz Lecturer

Dr. E. Theodore Bachmann
Associate Secretary for Theological Education
United Lutheran Church in America
New York, N. Y.

First Lecture: "The Nature of the Congregation in Our Contemporary Society"

Second Lecture: "The Service Role of the Congregation"

Third Lecture: "The Resources Needed by the Congregation to Fulfill Its Destiny in Service"

Presiding Chairman

Mr. James J. Raun
President
National Lutheran Social Welfare Conference

Daily Devotions

Rev. Luthard O. Gjerde
Executive Director
Lutheran Welfare Society of Minnesota

Program Committee

Mr. Robert Weagant, *Chairman*
Rev. Benjamin A. Gjenvick
Miss Irene Werner

NATIONAL LUTHERAN SOCIAL WELFARE CONFERENCE

50 Madison Avenue, New York 10, N. Y.

DR. HENRY J. WHITING, Executive Secretary

with all kinds of experimentation and discussion going on.

In some places today the relationship existing between the Lutheran churches and their health and welfare agencies and institutions is one of *mutual indifference*. Some agencies and institutions have concentrated so fully on the development of their own vested interests that the total strategy and mission of the organized church is of no concern. Some jurisdictional units of the organized church are that in name only. They have largely ignored the existence of Lutheran health and welfare agencies and institutions on their territories.

Even worse, the relationship existing between the Lutheran churches and their health and welfare agencies has in some quarters come dangerously close to being one of *mutual exploitation*. The organized church is seeking the fulfillment of important tasks by the agencies without a commensurate investment of thought, time, energy and money. Agencies, without due regard for the involvement of the organized church in the decision-making process have been demanding greater investments by the church in their particular programs.

It is certain that neither mutual indifference nor mutual exploitation will work as policies of relationship. Wherever the attempt is made to carry on in this way, the days of the existence of a vital program of Lutheran services are numbered. Having stated this, we can rejoice in the increasing trend to make Lutheran health and welfare agencies *in fact* agencies of the church to carry out its mission in the field of specialized social ministry. While we pay tribute to the highly motivated and self-sacrificing persons of yesterday who began many of our Lutheran welfare services, we must also recognize that the days of "free-lance" Lutheran welfare are over. In a complex and inter-dependent society, the welfare work of the church demands proper organization that relates it structurally to the church.

Elements of Relationship

Because of the varied situations throughout the country, it is difficult to suggest patterns of relationship that will be applicable to all. Yet a consensus of basic ideas seems to be emerging that should be taken into consideration by the national church bodies, jurisdictional units, health and welfare agencies. Although the various church bodies may spell out the details differently, in accord with polity practice, it seems to me that most of the following basic ideas will have to be given expression in one way or another. Let me set these ideas before you in ten basic statements.

1. *Lutheran health and welfare agencies and institutions should be integral parts of the ministry and structure of the church.* Free associations of Lutheran persons, or even of Lutheran congregations apart from the

control of the jurisdictional unit, will not serve in the best way to meet the emerging needs of the day.

This is the foundation stone of a philosophy of relationship, summarizing much of what has already been said in this paper. This philosophy of relationship has two important implications.

a. For institutions and agencies of the church it means the same measure of control by the church over policy and program as is exercised over other aspects of the church's life, e.g., evangelism, Christian education, home missions, etc. Church relationship cannot be considered a device to gain more financial support from the church for associations that are not directly responsible and responsive to the church—no matter how worthy the service may be.

b. For the church it means an attitude toward that part of its social ministry carried on by health and welfare agencies, and a willingness to set up proper structures, that will enable a social ministry to be carried on by the church itself. If control is interpreted to mean undue limitation, the impulse to serve that comes from the church's teaching will find continued expression in free associations—although probably in an increasingly ineffective manner.

2. *Jurisdictional units of the church should draw a definite line between those agencies that are designated as agencies of the church and those that are not.* The distinguishing feature must be more than the involvement of Lutheran people in the work or the merit of the work itself. Rather, it must have its source in the corporate decision of the jurisdictional unit of the church that the work is being done in the name of, and by, the jurisdictional unit as part of the total ministry.

If the church is unwilling to devote the effort to find a responsible way to put this into effect, the entire attempt to effect a closer relationship will be dissipated. As long as even tacit recognition is given to agencies that are actually completely independent, it will not be possible to set up a pattern of relationship applicable to others that has genuine meaning. This means that the practice of the National Lutheran Social Welfare Conference, the Division of Welfare, N. L. C., and the national church bodies of listing certain agencies as "extra-synodical," will cease. There will simply be no such Lutheran *church* agencies.

This should not be interpreted as implying the slightest antagonism toward independent agencies as long as they are fulfilling a genuine need. We can always be grateful for the good works of Lutheran people as they work together or cooperate in community endeavors. The only point being made here is that such agencies cannot be considered church agencies.

3. *Because of the necessity and desirability of Lutheran cooperation in the welfare field, the attitude of the jurisdictional unit toward inter-Lutheran agencies, assuming they are formally recognized as part of the*

ministry of the jurisdictional unit, should be essentially the same as toward single-body agencies.

If what I have said about social organization in the opening part of this paper has any validity, increased Lutheran cooperation in the welfare field will become a matter of sheer necessity. While cooperative welfare work has been developing for many years, and in many instances accomplishing some of the most effective service, there has been a tendency on the part of most church bodies to consider cooperative work of lesser value to the church than that organized on a single-body basis. To a certain extent this is understandable because the complicated structure resulting from many different polities often frustrated effective relationship. That this is not a matter of necessity, however, is revealed in the fact that some cooperative agencies are presently much more responsible to the church than some single-body agencies. The difference seems to lie in the seriousness with which jurisdictional units approach the task of making an implementing policy.

Any strategy that does not take into account the need for cooperative Lutheran welfare services may be detrimental to the Lutheran welfare organization of the future by causing overlapping and competition in areas served. The most effective manner for giving needed services to people in a given area should be the primary principle for determining the relationship to one or more Lutheran church bodies. A secondary, but also important principle, is the matter of financial support. The reduced number of Lutheran church bodies in the future should simplify the task of making effective church relationship possible in an inter-Lutheran agency.

4. *Jurisdictional units should coordinate the entire work under territories. Insofar as possible, comprehensive service agencies should be developed.*

Anyone taking an objective look at the Lutheran health and welfare picture must see that in many places there are too many small and *unrelated* agencies seeking to serve a given area. If our attitude toward agencies and institutions is that they are primarily hobbies of kindhearted people, this need cause us little concern. If we are serious about our Lutheran agencies as part of the strategy of the church in fulfilling its mission, then we are called upon to develop a strategy for regional services. This, incidentally, seems to loom up as a major function of the Division of Welfare, N. L. C., in the future.

5. *Eventually, all board members of all Lutheran health and welfare agencies that are designated as agencies of a jurisdictional unit should be elected by the jurisdictional unit.*

Board membership is, of course, a key to proper church relationship. Each person serving on such a board should be there not as an individual but as a representative of the church to carry out the intention of the

church to minister through a particular agency. Each church will have to devise a method of election that is in accord with its own polity. In the case of inter-Lutheran agencies, the synod would elect a proportionate share of board members with other jurisdictional units doing the same. Even though such agencies may be separately incorporated, they would be considered *church owned* by definition if:

a. All board members are elected by the jurisdictional unit (or units) and,

b. There are provisions in their constitutions that will make changes in constitution, major developments in program and plans for financing subject to the approval of the jurisdictional unit(s),

c. There is a clause in the constitution that the assets of the agency will revert to the jurisdictional unit (or units) in the event of dissolution of the agency.

6. *The board membership of such agencies should be responsible to the jurisdictional unit through the jurisdictional unit's board or committee on social ministry, welfare, charities, or whatever else it is termed.*

Effective and responsible jurisdictional unit committees offer another key to the question of effective relationship. The committee of the jurisdictional unit should be *the* channel between the jurisdictional unit and the operating agencies. Provisions should be made in the constitutions of jurisdictional units that these committees will be enhanced in authority and will not be by-passed either by the agencies or the jurisdictional units themselves.

7. *If the jurisdictional unit wishes to recognize the work of an agency as its own but it is not possible to secure the election of all board members by the jurisdictional unit (or units), it may designate any agency as church certified if the above constitutional requirements are met.*

In my estimation it would be desirable if all agencies would come under the church-owned category. Realistically, the election of the total board by the jurisdictional unit may be a slow process in some places. In a few situations, it may be well nigh impossible. This category is to make provision for the exceptions.

8. *Normally, single-body agencies should be related administratively to only one jurisdictional unit.* Other jurisdictional units (within a single church body) that receive services should maintain financial contributions. It is recognized that in some situations this principle will not be applicable. Insofar as possible, however, the attempt should be made to relate an agency to a single jurisdictional unit within a particular church body.

9. *Agencies that are designated by a jurisdictional unit as church owned or church certified should receive that designation by formal action of the entire jurisdictional unit upon the recommendation of the board or committee of social ministry, welfare, charities, etc., of the unit.*

It is important that the judgment of the entire jurisdictional unit be sought before an agency is accepted as an agency of the church. Because of the importance of such a recommendation to the jurisdictional unit, it should only be made after careful study by the responsible committee.

Every recommendation to the jurisdictional unit to accept an agency as church owned or church certified should include a description of the services to be rendered and the geographical area to be served. Once accepted by the jurisdictional unit as a whole, the board or committee of the unit should take annual action on the continuance of all agencies as agencies of the jurisdictional unit, reporting such action to the jurisdictional unit in its annual report.

10. *If Lutheran health and welfare agencies are to be part of the program of the church, basic financing, insofar as contributed income is concerned, should be an activity of the jurisdictional unit.* Unfortunately, this will not relieve agencies from financial problems. It is not an "open Sesame," opening the doors to unrestricted use of church budgets. The *responsibility* for the basic financing of agencies which the church declares as its own is quite logically that of the church. The exact methods will have to be worked out according to the policies and practices of each individual church body.

Where Are the Blueprints?

I don't think any blueprint can be drawn in a way that will cover every situation in several major church bodies across an entire country. They will have to be made by you in countless local church situations. In a few cases they have already been made. Our task at this level is to strive for a consensus on basic ideas.

A period of history has ended for Lutheran welfare too. A new one is being born. Writing in the president's report to the 22nd biennial convention of the U. L. C. A. about the constitutional documents prepared for the coming Lutheran Church in America, Dr. Franklin Clark Fry said: "The strong trend, the pronounced preference, in these documents is for social mission institutions and agencies to be linked organically to synods instead of clinging to the independent and free-foraging but at the same time half-orphaned and half-starved patterns of the past."

The Lutheran welfare of the future will inevitably be more highly structured. Although this is a time in which it is necessary to concentrate on structure and organization, we need to remind ourselves constantly that this is never an end in itself. The ultimate test of any pattern of organization is its effectiveness in serving the needs of the neighbor in the name and spirit of Christ as a vital part of the ministry of the church.

William Seabloom

GROUP THERAPY WITH EMOTIONALLY DISTURBED ADOLESCENT BOYS

Mr. Seabloom is a social group worker on the staff of Lutheran Welfare Society of Minnesota, Minneapolis, Minn., and a member of a team in the agency's family counseling unit which has been initiating new and unique approaches in therapy.

WITH INCREASED REFERRALS for family counseling it became apparent that new techniques and tools for helping families to come to grips with their problems were in order at Lutheran Welfare. Group work was felt to be a method which lent itself to providing a new dimension in diagnosis and treatment not previously available.

Lutheran Welfare is developing a group work program which now includes groups for adolescent girls, parents of children in treatment and short term diagnostic groups for children. Group sessions with individual families are also being used when indicated as part of the total approach to family counseling. Groups for unmarried mothers had been in existence previously, but this program has been recently modified and expanded.

The Group

An initial group was made up of four adolescent boys taken from existing caseloads. Their ages ranged from 15 to 18 years and all had been receiving casework treatment from six months to one year. Although they exhibited a variety of emotional pathology, they were similar in several areas:

1. Little ego strength.
2. Weak concept of their identity as persons of worth.
3. Unsatisfying peer relationships.
4. Feelings of rejection by and rebellion towards one or both parents.
5. Unsatisfactory school adjustment.

On the positive side of the ledger were the following:

1. Above average intelligence.
2. Recognition of the existence of the problem; in other words, they were aware that all was not well with them.
3. A desperate desire to help themselves and a willingness to make themselves available to treatment.
4. A need for the type of satisfactions that a positive group experience could provide.
5. Finally, some experience in a therapeutic setting and confidence in the agency and staff which enabled them to accept this new experience with fewer reservations.

Referral

The reason for referral to the group and a formulation of goals was prepared by the boy's social caseworker, usually in consultation with the social group worker. An assessment of these goals was then made in terms of how realistic they were in light of client's diagnosis. The boy's wishes were expressed at first through casual exploring of this possibility with his caseworker. Later, in interviews with the group worker and the caseworker, the structure of the group and its purpose and goals were shared directly with the boy and he was given ample opportunity to question, express feelings, concerns, and finally to indicate an expression of his willingness to join or not to join the group.

Orientation

Essentially what each boy was told was that this was a special kind of group, probably unlike any he had ever known before. It would be made up of other fellows like himself who also had problems somewhat similar to his own. The group would meet once a week at 6:30 in the evening (this was later changed by the group to 7:00 o'clock) at Lutheran Welfare. The meetings would generally be unstructured. This was their group and they could discuss just about anything they wished. They could speak freely or remain silent without fear of retribution. The group worker would be there to observe, listen, step in if the group was getting too hard on one member, help another to express himself, comment on what was happening in the group, or to make other observations as he saw fit. He would also bring them back to the subject if they were getting too far afield. Essentially it was to be their group. Its purpose was to help them with their problems. They would find out that others have problems also, not too different from their own. They would be able to help each other as they participated in the discussion. One member would be able to make observations about another member's problem, and at times what one

person said or did would be found to be applicable to another. The individual fears and concerns about the group were expressed for him by the worker. Confidentiality was stressed although it was made clear that the group worker and caseworker would be conferring regularly regarding what was taking place both in group and individual therapy. Efforts were made to help the boy see that this was necessary and helpful to him.

At the first meeting the stage was set for the type of group it was to be by the setting, the role taken by the group worker, and through his reviewing the "ground rules" or structure of the group. The group met in a pleasant conference room around a low round table and sat in comfortable chairs. Refreshments were served (coffee, pop, rolls or cookies) and for about the first nine months the worker took complete responsibility for setting up the room and cleaning up afterwards. Gradually with some encouragement from him, the group members have taken to helping clean up after the meeting, and on occasion, assuming full responsibility for this. Individual members use this experience differently—some to socialize, others to avoid socializing—but still making a contribution to the group. This non-verbal behavior has been in constant evidence at each meeting. Use of the refreshments is a case in point which has been discussed by the members. One boy, for example, consistently refused any refreshment because he felt unworthy to receive such a "gift." More recently he has accepted the refreshments offered, although is still somewhat hesitant. Other members will use the food as a prop to help cover embarrassing silences, or to asume the role of host by opening pop bottles or pouring the coffee.

Relationships

The attitude toward the worker and the agency has been mixed, with evidence of both parent-child relationship and the therapist-client relationship present. The former has been expressed verbally by their referring to the agency as "home" and through a period in which there was the almost universal expression of the wish that when the meeting was over they didn't have to leave and face the world. On the negative side there have been expressions of resentment over administrative procedures or intrusion into what they consider their rights or privacy. This was particularly apparent when the group went through a process of deciding whether or not to change meeting rooms. In this case they were allowed by the group worker to experience the full impact of what meaning such a change might have for them as well as their responsibility to conform to agency's policies through being a part of the agency program.

The worker has been treated generally with respect and affection but also has been rebuffed and rebuked as evidence of transference becomes

apparent. Non-verbal behavior ranges from lounging around the lobby as if it were their own living room to some limited rough-housing to doing dishes.

In addition to the elements of positive and negative transference present in the group's relationship to worker and agency, it is also quite apparent that the members have (within their own minds) clearly delineated the group experience as a therapeutic one. They often referred to the group associations as something different from other peer relationships. They clearly use the group as a part of their total involvement in therapy and have resisted any attempts to alter the group structure. For example, any attempts by member or worker to inject what they might consider a foreign element to the structure, such as attending a play in which one of the members had a part, or spending a week end together at a cabin. While there were other factors at work, when such suggestions were made which tended to bring one boy to favor the suggestion and another to oppose it, yet an important element was the general feeling that this kind of activity did not fall into what the group felt as consistent with the purpose it had defined for itself.

Developing Patterns and Trends

After a year and a half it is possible to identify certain stages in the development and growth of the group, although it must be remembered that the group is a constantly growing and changing thing, and that there is danger in over-simplifying complex processes and relationships. Yet certain patterns and trends do become apparent to the eye of the trained observer.

First Stage. This was one of getting acquainted with each other and with the worker as well as with the group process. This was a time of feeling each other out, testing, "spouting off" verbally on a rash of subjects often disconnected and seemingly irrelevant, but actually which were verbal expressions of feelings and underlying emotional problems.

Second Stage. Before this point was reached, members were already moving at different rates as to their ability to use the group experience. Generally however, once there was a feeling of being "at home" in the group, the next stage was a great outpouring of feelings and verbal descriptions of what they thought their problems were. Usually one member would dominate the meeting for a time, pouring forth abuse on parents, siblings, school, whatever else he identified as being part of the problem, often going into great detail and much repetition, not only within one telling but also meeting after meeting. As he would stop to catch his breath, frequently another member would seize the gauntlet and take over, doing the same with little feeling as to how this might relate to what

had already been said. Actually, the members at this point seemed not to be looking for a reaction from anyone but rather experienced a sort of verbal purging of themselves in front of the other members.

Third Stage. The second stage seemed to take longer than the first, and the group required some efforts on the part of the group worker to help them to move into the third stage. This consisted of members bringing specific problems and asking for help. Quite often a member and his problem would absorb an entire meeting.

Fourth Stage. The fourth stage has come about through a general maturing of the group, changes in group membership, and individual changes in the members as they progress through therapy. Increased skill and confidence on the part of the worker has no doubt been a factor also. This stage has been characterized by deeper involvement and insight into the dynamics and pathology of the problems of individual members as well as a more conscious awareness of the intricacies and importance of the inter-relationships within the group. The group has only just begun to move in a constructive way into this latter area. This has been a stage of talking about dreams, use of role playing, and a beginning recognition that some members are becoming somewhat less dependent on the group as they are able to find satisfactions, positive expressions, experiences within the context of their own personal lives. Also to be found in this stage are elements of the other three as new members are admitted to the group and old members mature and change.

The Members

Change in individual group members goes hand in hand with change in the group as a whole. Six boys have now participated in this group. Three have been members since its inception seventeen months ago. One member left to enter the service after five months. Two new members have been added—one has been in the group eleven months, the other two months.

While all six boys are still currently in treatment, it is possible to make some tentative observations about changes that have taken place during their tenure in the group. The following descriptions are necessarily brief. Jim, a very passive, dependent boy, previously had found it extremely difficult to face the ordinary demands of life, or to really involve himself in therapy. Since joining the group he has been able to secure a job for himself and hold it partly through group support. He is slowly sharing some of his feelings and concerns, has given serious thought to entering college. His extremely constricted social life has expanded to include a girl friend whom he sees after group meetings.

Ralph who was struggling with unconscious, oedipal and incestuous conflicts between himself and a very emotionally cold and emasculating

mother, now after seventeen months in combined group and individual therapy, shows evidence of greater ego strength and a more optimistic outlook on life. He has greater confidence in his relationships—partly due to his group experience—but is still struggling with a poor academic adjustment in school. Despite greater understanding of his problem, Ralph still finds it difficult to accept appropriate responsibility for his problems and the consequences of his somewhat immature behavior. Progress made thus far, however, leads us to believe that he will be able to cope with these remaining problems, at least to the extent of making a more satisfactory adjustment.

Less promising is the current status of George who suffers from epilepsy, coupled with severe rejection by his father which has its origin at the time of his birth. Wide-mood swings, an almost negative concept of self-worth and extremely poor interpersonal relationships present a very gloomy picture from the standpoint of prognosis. While having discarded many of the initial defenses which prevented any meaningful participation in the group on his part, George continues, after a year and a half, to have difficulty in facing his problems in a realistic manner. This continued confusion and the growing impatience with him shown by other group members raises the question as to the value of his continuing participation in this program. However, in addition to any limited direct benefit to him, the group has helped to sharpen the diagnosis of George's case.

Carl was a passive boy whose system of reality testing was faulty. His other symptoms included some mechanistic thinking and hysterical reactions to the conflict between him and his father. Carl left to enter the service after five months, and while he did achieve some measure of stability through combined effort in group, individual and family interviews, and tutoring, he has now returned to the agency with a medical discharge and is being considered for re-admittance to the group.

Roger and Jeff have become members more recently, and have thus had less opportunity to show change. Roger is confused in the area of his sexual identification, coupled with a vivid fantasy life, through which he has attempted to satisfy his needs for recognition, success and self-esteem. For a number of months he successfully resisted the group's attempts to involve him in a meaningful way. When they finally succeeded in breaking through his defense of superficiality and artful verbal dodging he was threatened, withdrew from the group and considered terminating therapy altogether. After a period of weeks, he worked through his feelings about his problems and with the help of the worker has begun to face the situation more realistically in both individual and group sessions. Jeff has only been with the group two months. His presenting problem was that of being severely hounded and picked on by his peers. He is still in the initial stage where he feels the group is "wonderful." Despite his short tenure and

somewhat shallow understanding of the group at this point, he has responded well to role play around the very real problem for him: "What do I do when the other guys pick on me?"

Conclusion

Beginning with the third month, most of the group meetings have been recorded on tape. This was initiated after a period of group discussions regarding the value of recording what they said and how such recordings might be used. This discussion resulted in the group giving its permission to record the meetings. After a week or two of initial hesitation, the presence of the microphone and recorder have become a part of the setting and have not noticeably limited discussion. In fact, there is some reason to believe it has helped them to feel what they say is important and worthwhile.

After our limited experience, it is our feeling that the group is a useful tool in the area of family counseling. Clear understanding of the basic differences as well as similarities between the group and individual approach, a need for careful preparation for both staff and group members, proper use of setting, clear channels of communication between group worker and caseworker, are vital to the successful use of this tool.

PUBLICATIONS OF INTEREST

Planning Homes for the Aged. Edited by GENEVA MATHIASEN and EDWARD H. NOAKES. New York: F. W. Dodge Corp. (119 West 40th Street), 1959. Pp. 119. $12.75.

"This book is the first comprehensive planning guide ever published on the problems of designing and building homes for the aged and infirm. It is a pioneering work in the sense of giving practical guidance to those actually engaged in the planning of such homes. It looks to the future, yet it is contemporary.

Many factors indicate a substantial increase in the number of homes for the aged to be built in the future. Some of these factors are also influencing the architectural design of such homes.

There are 11 chapters in *Planning Homes for the Aged.* Each is written by a contributor of professional distinction and practical experience. They cover such topics as congregate living for older people, community needs and resources, location and building site, common services, residence units and rooms, health needs, administration and staff facilities, materials and costs, design, and the function of the architect.

The designs shown are selected from an architectural competition conducted by the National Committee on the Aging in conjunction with *Architectural Record* and *The Modern Hospital* magazines. These award winning designs are presented with comments by Pietro Belluschi, chairman of the jury and Edward H. Noakes, the architectural editor of this book.

Planning Homes for the Aged is a basic resource of practical value for architects, administrators of homes for the aged and nursing homes, health and welfare bureaus, church groups, and other organizations concerned with the care of the elderly and chronically ill.

This clear, concise, easy-to-read book has already proved of invaluable help to many who were responsible for planning construction or renovation of buildings for the care of the aged. Its special value lies in its emphasis on the home for aged being a social institution and on physical facilities being planned to meet the individual needs of older people.

About the editors: GENEVA MATHIASEN brings many years of dedicated service to her work in the field of the aging. Her formal education includes an M.A. from the University of Illinois and special studies at Oxford University. In 1951, she took her current post as Executive Secretary of the National Committee on the Aging of the National Social Welfare Assembly. The Committee recently became a separate organization, The National Council on Aging, serving as the national voluntary organization in the field of services to the aging.

Under Mrs. Mathiasen's direction, research by the Committee resulted in the 3-volume work, *Standards of Care for Older People in Institutions,* and the award wininng film, *A Place to Live.* She also edited *Criteria for Retirement,* published by G. P. Putnam's Sons in 1957, and has contributed many articles to professional journals and individual chapters to books on health, welfare, and education of the aging.

EDWARD H. NOAKES is a practicing architect with a special interest in hospital and nursing home design. After receiving his degree in architecture at the University of Toronto, he began his design work with a London architectural firm. He later joined a Minneapolis firm, and at the same time taught architecture at the University of Minnesota.

Mr. Noakes went on to serve as Chief Hospital Designer for a Montgomery, Alabama, architectural firm, and in 1954 he founded Edward H. Noakes and Associates, Architects, in Bethesda, Maryland.

Mr. Noakes has served in numerous advisory positions with committees on hospitals and public health. His designs have appeared in leading architectural magazines, and have won, among other awards, the Honor Award of the American Institute of Architects, National Convention, 1951."

Salaries and Working Conditions of Social Welfare Manpower in 1960. New York: National Social Welfare Assembly, (345 East 46th Street, New York 17, N. Y.), 1961. Pp. 130. $1.75. Quantity rates.

"From the information reported can be seen the shifting balance between the numbers of men and women employees; the distribution among governmental and voluntary programs, among the levels of positions held, and among the specific services such as casework, group work, rehabilitation counselor, etc.;

educational qualifications; salaries and fringe benefits; geographic spread. Includes personnel in welfare, health, rehabilitation and recreation settings.

An unusually readable survey with numerous simple charts, indexed, it is an essential tool for executives, personnel officers, guidance counseling officials, budget committees, schools of social work, and others who want current, pertinent facts about people and the conditions in social work today."

Casework with the Aging. New York: Family Service Association of America (215 Park Avenue South, New York 3, N. Y.), 1961. Pp. 72. $1.20.

"This publication includes the proceedings of a seminar co-sponsored by the National Council on the Aging, the Family Service Association, of America, the Bureau of Public Assistance, and the American Public Welfare Association.

This reprint from the May-June 1961 issue of *Social Casework* summarizes the seminar which was designed to deepen the knowledge and skills of practitioners in work with the aging."

Tender Tyrant. By CARVEL LEE. Minneapolis: Augsburg Publishing House, 1961. Pp. 160. $3.00.

"In writing of her childhood with her younger sister Jeanie, Carvel Lee fulfilled a pledge made to her sister long ago: "God help me to tell your story so that in some way all children like you will be blessed because you were born."

The book shows the pathos and humor of living with a mentally retarded child and the courage and wisdom of the family in meeting the accompanying problems. It should instill in the reader a greater sensitivity and concern for all retarded children. The author's sensible outlook and thoughtful conclusions can help those who love a "Jeanie" to see the bright side of things; to trust God and his purposes."

Retirement Villages. Edited by ERNEST W. BURGESS. Ann Arbor, Michigan: Division of Gerontology, The University of Michigan, 1961. Pp. 156.

"A book designed for planners, builders, architects, and sponsoring agencies such as churches, voluntary agencies, labor unions, fraternal groups and for prospective retirees.

Questions of design, location, operation, costs, financing, services, are discussed in relation to this popular and rapidly growing arrangement for active retirement living.

Photographs and site plans of a number of villages are included with up-to-the-minute chapters by leading students and observers."

The Aged, the Social Worker and the Community. By MORTON LEEDS. Cleveland, Ohio: Howard Allen, Inc. (1810 University Center Station), 1961. Pp. 88. $2.75 (cloth).

"A vigorously presented, sharply drawn statement divided into four parts: THE AGED (Physical and Mental Aspects), THE PROFESSIONAL (The Family Agency, The Social Worker, The Family), THE COMMUNITY (Social Aspects of Aging, Where to Live, Community Organization), UNANSWERED QUESTIONS (Research and Prerequisites to a Philosophy of Life)."

Research Highlights in Aging. (Public Health Service Publication No. 854) Washington, D. C.: Government Printing Office, 1961. Pp. vii +50. $0.25.

This compilation of reviews of selected papers reporting research in aging has been made from more than 500 papers published during the year 1960. The articles range from fundamental studies in the biology of aging to studies concerned with the physical, psychological, and social problems of aging people.

Study of Staff Losses in Child Welfare and Family Service Agencies. By WILLIAM B. TOLLEN. (Children's Bureau Publication No. 383) Washington, D. C.: Government Printing Office, 1960. Pp. vii +193. $0.55.

Mr. Tollen's study of staff losses in child welfare and family service agencies provides the kind of information that agency executives and administrators have been asking for and should prove to be of great value to them in solving their employment problems.

PERSONNEL OPPORTUNITIES

Lutheran Social Welfare Quarterly is pleased to offer, without charge, "Personnel Opportunities" to Lutheran agencies and institutions seeking personnel, and to persons seeking employment with Lutheran agencies and institutions. Those wishing to use this service are invited to write to the editor, attaching copy of the box-ad.

To protect the identity of persons seeking employment, a code system is used. Lutheran agencies and institutions interested in a particular box-ad under "People Seeking Employment" are invited to communicate by mail to the editor, specifying the code number located at the end of the box-ad. Information relating to this person will be forwarded.

The *Quarterly* wishes to emphasize that it does not operate a placement service. It offers its facilities to provide a meeting ground for those who seek personnel and for those who seek employment.

AGENCIES SEEKING STAFF

SOCIAL WORKERS (2). Lutheran child care agency has two positions open for professionally qualified social workers. Multiphase programs include foster home, group home and an institution serving emotionally disturbed adolescents. Psychiatric consultation; case load 15-18. Starting salary $5400 plus fringe benefits. University town near Dayton-Columbus. Rev. Carl E. Thomas, Oesterlen Home, Springfield, Ohio.

DISTRICT DIRECTOR, professionally-trained social worker. Must have two years training in a graduate school of social work. Employment in a rapidly growing Rocky Mountain state-wide child welfare and adoption program. Inter-synodical. Beginning salary $7200, social security. Branch office located in young, progressive community having 60,000 population. Our state is a paradise for hunting, fishing, camping and summer and winter sports. Lutheran Welfare Association of Montana, 34 W. Sixth Avenue, Helena, Montana.

CASEWORKER in multi-function agency in metropolitan New York. Vacancy in September. MSW desirable but will consider others. Salary $5100 for new graduate; January 1962 base will be $5400. Write Rev. Robert M. Bauers, Director, Lutheran Social Services, 525 Clinton Avenue, Brooklyn 38, N. Y.

TEACHER OR TEACHER-DIRECTOR for new Lutheran elementary school for educable children (I.Q. 45-80). Must meet requirements for certification in Maryland. Salary and terms of employment commensurate with training and experience. Furnish resume. Christ Church Child Center, 8011 Old Georgetown Road, Bethesda 14, Md.

PEOPLE SEEKING EMPLOYMENT

EXECUTIVE of a family agency in the midwest affiliated with FSAA. Lutheran, 56 years, female. Graduate degree in social work. Past experience in organizing social welfare services. Interested in administrative position involving integration of sectarian resources with community planning, and/or pioneering, extension of sectarian services, preferably in New York City or its metropolitan area. **W-1-61**

ADMINISTRATIVE TRAINEE in social agency setting. Lutheran layman, 28, single. One year experience as social investigator with N.Y.C. Welfare Dept. B.A. in Sociology, M.A. in Public Administration. Willing to relocate. Read, write, speak Spanish fluently. **W-2-61**

OFFICE ADMINISTRATOR, 23 years experience, seeks position, preferably with a Home for the Aged. Lutheran layman, 45, single. **W-3-61**

ADMINISTRATOR. Sound experience in all phases of administration, budgeting, campaign (fund raising), and public relations. M.A. Degree in Community Organization. Over 15 years experience as an administrator. Lutheran layman, age 40, married, four children. Currently employed in community social welfare agency. **W-4-61**

GREETINGS!

With this issue, *Lutheran Social Welfare Quarterly* makes its first appearance. Its predecessor, the eight-page *Bulletin,* seems indeed small in comparison to the 32 pages-plus-cover of the *Quarterly.* The National Lutheran Social Welfare Conference is proud and pleased to sponsor this professional journal and looks forward to your comments.

Authors wishing to submit articles to be considered for publication should forward them to: The Editor, *Lutheran Social Welfare Quarterly,* 50 Madison Avenue, New York 10, N. Y. Articles are limited to about 2,000 words, typed double-space on one side of paper.

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